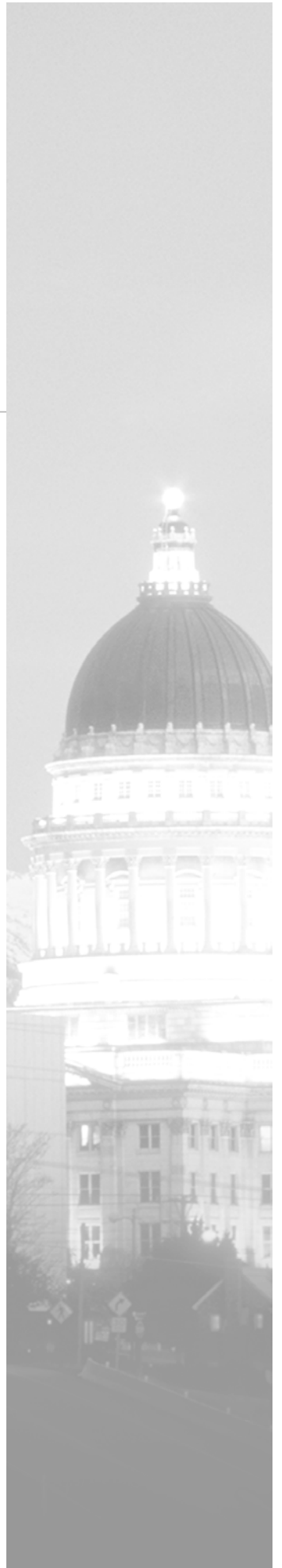


1000 Day Plan

August 22, 2002 – Day 200

Governor Mike Leavitt
www.utah.gov



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Utah's 1000-Day Economic Plan

- I. **This plan is framed by four principles:**
 - a. **Long-term orientation** – We desire to achieve a 1,000 days of progress that will benefit Utah over a 10,000 day horizon.
 - b. **Correlative** – We desire to benefit from many correlated 1,000-day plans.
 - c. **Adaptive** – We will update the plan every 200 days.
 - d. **Measured** – We will track our progress using key measures and milestones.
- II. **Our economy is prosperous when quality jobs are available statewide, and government performs its limited role effectively. At the most general level, we define economic success via four measures:**
 - a. Job growth exceeds the growth in the workforce
 - b. Utah wages increase faster than inflation
 - c. The benefits of economic prosperity are felt statewide
 - d. Growth in the economy exceeds growth in government spending

We will track these measures, as well as additional indicators of our progress.
- III. **Our plan is to actively pursue three major strategies:**
 - a. Invest in people
 - b. Develop Utah as a center for technology investment, employment and entrepreneurship
 - c. Enhance life quality

IV. **Strategy #1 – Invest in people**

Education leads prosperity. Utah learned this during the 1990s when by doubling the investment in education and increasing the number of adults with college degrees the state sustained its longest sustained economic expansion. In the information age, education is economic fuel. We must transform Utah's education system to be tech-smart, competency-measured and market fast. Enhancements and investment in education form the keystone to the state's economic development policy.

Action Steps:

- a. Make the quality of Utah's public and higher education system the highest funding priority of state government
- b. Establish an accountability system which tests each student against definable standards and reports measurable results of schools and districts statewide
- c. Double the number of engineering and computer science students by 2005
 - i. Build new engineering facilities
 - ii. Retain and train new math/science/technology teachers
 - iii. Create New Century Academy
 - iv. Create High Tech High Schools
- d. Create market fast and competency-measured education
 - i. Utah College of Applied Technology
 - ii. Competency-based high school diploma
 - iii. Competency-measured associates degree

V. Strategy #2 – Develop Utah as a center for technology investment, employment and entrepreneurship

Economic leadership begins with innovation. Utah ideas – such as the television, artificial heart, limb and kidney, computer graphics, word processing, and networking – have changed the world. Too often much of the economic wealth created by these ideas leaves Utah to be developed elsewhere. By developing Utah as a top-tier technology state the benefits of Utah's innovations will remain in the state and Utah will prosper in the information age.

Action Steps:

- a. Maintain a regulatory environment where business can operate profitably
- b. Develop and market the Utah brand of competence, natural beauty and friendly, great people via business and travel development
 - i. Reinforce the Utah message
 - 1. Rapidly growing workforce
 - 2. Education oriented
 - 3. Tech savvy
 - 4. Affordable
 - 5. Recreation minded and livable

MILESTONES

DAY 1

Announced 240 scholarships and 385 excellence awards to retain and train math and science teachers.

DAY 135

Governor Leavitt formed the Employers Education Coalition. The Coalition is led by Fraser Bullock, CEO of the Salt Lake Organizing Committee.

DAY 44

Siebel Systems announced their decision to locate a 30,000 square foot enterprise data center in Utah, providing nearly 500 jobs.

DAY 107

Cadence Design Systems, Inc. chooses Utah for a new corporate center, providing 300 high-paying jobs.

- c. Create network of individual, regional and international alliances that build upon Utah's economic strengths
 - i. Conduct regular foreign and domestic trade missions
- d. Create economic ecosystems and make them a well-recognized icon of Utah's technology leadership
 - i. Web Services
 - ii. Digital Media
 - iii. Biotechnology and Human Genetics
 - iv. Medical Devices
 - v. Sports
 - vi. Travel and Tourism
 - vii. Nutraceuticals
 - viii. Aerospace and General Aviation
 - ix. Wealth Management
 - x. Health Informatics (focus on rural Utah)
 - xi. Others being developed
- e. Develop rural smart sites
- f. Increase Utah's visibility with venture capital markets

VI. Strategy #3 – Enhance Utah's life quality and economic viability

In the information age, talent is king. No longer is a region's success defined by proximity to a seaport, rail station, gold mine or big city. Instead, a region's greatest economic asset is a livable community with free-flowing traffic, clean air and water, attractive natural landscapes, and fabulous places to recreate. The most prosperous economies will be those that retain or attract people with talent. And people with talent can live anywhere they want. They will choose places with life quality.

Action Steps:

- a. Implement quality growth strategies
 - i. Conserve an average of 10,000 acres a year of critical land
 - 1. Support creation of the San Rafael National Monument
 - ii. Promote a conservation ethic
 - 1. Governor's Water Conservation Team
 - 2. PowerForward
 - iii. Designate 40 21st Century Communities by 2004
 - iv. Restore and preserve the State Capitol
 - v. Create a superb system of recreational trails and streams

MILESTONES

DAY 186

Olympic trade missions announced.

DAY 87-88

Web Services Summit hosted in Salt Lake City.

DAY 124

Utah Smart Sites announced the creation of 400 jobs and the newest Smart Site, located in Kanab, Utah.

DAY 40

VSpring launched a \$120 million venture fund targeting Utah companies with an emphasis in software, communications and life sciences.

DAY 99

Utah Quality Growth Commission conserved 300 acres along the Utah Lake Shoreline Trail for wildlife, wetlands, recreation and agricultural benefits.

DAY 136

Governor Leavitt announced the second largest land exchange in state history. The exchange will provide economic benefits to rural Utah, funding for Utah schoolchildren, and conservation of critical lands.

DAY 128

Ballard Town joined 14 other cities and counties in Utah as a 21st Century Community.

- b. Improve and expand roads
 - i. Complete all Centennial Highway Projects
 - ii. Resolve access issues to rural road rights-of-way
- c. Expand rail transportation
 - i. Commuter rail
 - ii. Light rail expansions
- d. Promote government services online 24/7
 - i. Increase number of services and there usage by residents and businesses
 - ii. Build online services that are resident focused rather than agency focused
 - iii. Use enterprise IT initiatives to increase government efficiency
- e. Develop an integrated homeland security plan among state agencies and all levels of government
- f. Expand health care coverage to working families who cannot afford insurance
- g. Create within the community a nationally-recognized public policy center that will advance key policy objectives of the administration
 - i. Enlibra – an environmental philosophy that increases the speed and decreases the cost of environmental progress
 - ii. Streamlined sales tax – Create a level playing field for main street retail businesses
 - iii. Competency-measured education – Increase velocity and flexibility of education
 - iv. Olympic and large event security – advance lessons learned during the Games

MILESTONES

DAY 43

State of Utah presented \$20 million to the Utah Transit Authority for the purchase of railroad rights-of-way for commuter rail between Salt Lake and Ogden.

DAY 116

More than one third of income tax returns were filed electronically.

DAY 6

The state received a waiver to provide 25,000 more working Utahns with health insurance.

Key Milestones

August 22, 2002 Update

- **Day 1**, February 4, 2002, announced 240 scholarships and 385 excellence awards for teachers to retain and train talented math and science teachers. One-third of these were awarded to teachers and administrators in rural areas. These awards will help the state achieve the goal of doubling the number of engineering, computer science and math students by 2004.
- **Day 1**, February 4, 2002, the state's Intelligent Transportation System is completely enabled to help monitor and improve travel on Utah roadways. The system includes 233 traffic cameras that are used to save time, resources and lives as transportation and public safety officials manage transportation.
- **Days 5 – 40**, February 8, 2002 through March 15, 2002, hosted the world for the 2002 Olympic Winter Games and Paralympics. An international television audience of 3.5 billion people watched the Games. In addition, the state hosted President Bush and seven members of his cabinet, 350 investors and venture capitalists, and dignitaries from 77 countries.
- **Day 6**, February 9, 2002, the state received a waiver to provide 25,000 more working Utahns with health insurance.
- **Day 8**, February 11, 2002, the Utah Smart Site program received training materials valued at \$437,800 from LearnKey, Inc., a St. George-based firm that produces self-paced, interactive IT learning tools.
- **Day 21**, February 24, 2002, Utah's TV spot market ad campaign reached 6.1 million people in Los Angeles, San Francisco and San Diego during the closing week of the 2002 Olympic Winter Games. The Campaign featured Utah as the official Olympic playground before, during and after the Games.
- **Day 22**, February 25, 2002, the state received two checks from the Salt Lake Organizing Committee: a \$40 million endowment to develop Utah as a winter sports capital and a \$59 million repayment to Utah taxpayers for venue construction.
- **Day 40**, March 15, 2002, vSpring launched a \$120 million venture fund targeting Utah companies with an emphasis in software, communications and life sciences.
- **Day 40**, March 15, 2002, Utah successfully regulated the destruction of 44% of the chemical weapons stockpiled at the Deseret Chemical Depot. All of the GB agent and weteye bombs have been destroyed and the Army will soon initiate the campaign to destroy stockpiled VX agent.
- **Day 41**, March 16, 2002, state travel development representatives attended the world's largest travel trade show. The success of the 2002 Olympic Winter Games significantly aided the Utah delegation as they promoted Utah's tourism industry with 120 tour operators.
- **Day 43**, March 18, 2002, State of Utah presented \$20 million to the Utah Transit Authority for the purchase of railroad rights-of-ways for commuter rail between Salt Lake and Ogden.
- **Day 44**, March 19, 2002, Siebel Systems announced their decision to locate a 30,000 square foot enterprise data center in Utah, providing nearly 500 jobs for Utah families.

- **Day 44**, March 19, 2002, Bill and Melinda Gates Foundation selects Utah for a \$3.5 million grant to help develop six New Century High Schools (commonly referred to as High Tech High Schools).
- **Day 49**, March 24, 2002, Utah ranked as the second most friendly e-Commerce state (Progressive Policy Institute). The report measured how state laws, regulations and administrative actions support or hinder Internet use by Americans.
- **Day 49**, March 24, 2002, Utah premiered a TV ad during the Academy Awards promoting post-Olympic travel to Utah. The ad was broadcast in Los Angeles, San Francisco, San Diego, Las Vegas, Seattle, Dallas and Portland. The commercial marked the start of a two-week spot market TV campaign to leverage the Games-induced awareness of Utah into higher visitation to the state. The TV campaign reached 7.6 million people.
- **Day 57**, April 1, 2002, SabiOso, a computer software company, opened their new company headquarters in Layton, Utah.
- **Day 60**, April 4, 2002, the state's Permanent Community Impact Fund Board approved \$8.5 million in grants and loans for rural improvement projects, including construction of a new library in Cedar City, a fire-training tower in Carbon County, and the renovation of a theater in Helper.
- **Day 64**, April 8, 2002, Uintah River Technology, the Northern Ute Indian Tribe's Smart Site, assists in homeland security by providing 65 data entry jobs for the Immigration and Naturalization Services.
- **Day 66**, April 10, 2002, announced a new Governor's Special Assistant for Post-Olympic Projects.
- **Day 71**, April 15, 2002, the state unveiled the nation's first complete unemployment insurance web site: www.jobs.utah.gov. The site offers eligible job seekers the ability to file unemployment insurance claims online. Employers are also able to register new employers, access tax rates, research tax laws and regulations and download forms.
- **Day 75**, April 19, 2002, the state awarded \$1.6 million in Industrial Assistance Fund loans to four rural companies. The loans are expected to create over 1,400 jobs in rural Utah.
- **Day 80**, April 24, 2002, the state provided \$2 million in Centers of Excellence funding for 15 centers and two planning grants. These Centers help transfer economically viable technologies from the university environment to the market, creating jobs for Utahns.
- **Day 82**, April 26, 2002, Governor Leavitt signed legislation enabling undocumented immigrants who have attended and graduated from Utah schools to pay resident tuition. This legislation will help improve Utah's workforce by expanding educational opportunities for ethnic minority individuals.
- **Day 87**, May 1, 2002, PriceWaterhouseCoopers report shows Utah companies raised \$48 million in venture capital for the first quarter of 2002, double the \$24 million raised in the first three months of 2001. Recipients of the funds include Utah software, telecommunications, networking, media and entertainment, and retailing/distribution companies.
- **Day 87**, May 1, 2002, Web Services Summit hosted in Salt Lake City.

- **Day 90**, May 4, 2002, Salt Lake City hosts 2,500 corporate real estate site selectors for the CoreNet Global Summit.
- **Day 91**, May 5, 2002, a national survey, conducted by Wirthlin Worldwide, identified positive changes in awareness and image for Utah due to the 2002 Olympic Winter Games. Roughly 7.1 million more people are now more likely to vacation in Utah and the state is now more recognized for its scenic beauty, mountains, winter sports, ski resorts and friendly people.
- **Day 95**, May 9, 2002, the state provided 157 opportunity awards to Utah school districts to attract talented math and science teachers to teach in Utah. Each award amounts to a \$5,000 signing bonus for math and science teachers who sign a four-year contract.
- **Day 99**, May 13, 2002, 300 acres along the Utah Lake Shoreline Trail conserved for wildlife, wetland, recreation, viewshed and agricultural benefits.
- **Day 101**, May 15, 2002, the state's spring ad campaign began in five national magazines – *Travel Holiday*, *Conde Nast Traveler*, *Sunset*, *Westways* and *Gourmet*.
- **Day 107**, May 21, 2002, Cadence Design Systems, Inc. chooses Utah for a new corporate center providing 300 high-paying jobs. Cadence products and services are used to manage and accelerate the design of chips for electronic products such as laptop computers, cell phones, and personal digital assistants. The company employs nearly 6,000 people worldwide and chose Utah because of its talented work force and proximity to Silicon Valley.
- **Day 109**, May 23, 2002, Utah's service to children ranked third by the Anne E. Casey Foundation in the annual KIDS Count report.
- **Day 116**, May 30, 2002, the number of income tax returns filed electronically surpassed 300,000 returns. One in three income tax returns in Utah is now filed electronically.
- **Day 118**, June 1, 2002, 150 inmates in Utah correctional facilities received their GED or high school diploma, nearly doubling the largest previous total of 80 inmates. An associate degree/certificate and master's degree were also awarded. These education accomplishments demonstrate how the 1000-day strategy to invest in people extends to the rehabilitation of inmates.
- **Day 118**, June 1, 2002, Utah State Office of Education signed a contract to put GIS software into every K-12 school in the state. Students will learn to use GIS technology across all disciplines of learning.
- **Day 120**, June 3-14, the Utah Department of Health added 6,249 children to the Child Health Insurance Program (CHIP) bringing current enrollment to 22,702. Eighteen percent of the applicants applied online.
- **Day 122**, June 5, 2002, 16 Envision Utah Governor's Quality Growth awards were awarded to exemplary development projects and planning initiatives in Utah. Among those recognized were the Utah Transit Authority for the success of the light rail system, Ogden City for the Ogden Intermodal Transportation Hub, Jordan Valley Water Conservancy District for their demonstration gardens and water conservation plan, and Sandy City's water conservation program.

- **Day 124**, June 7, 2002, Wells' Dairy breaks ground on a 158,000 square foot, \$40 million ice cream plant in St. George that will employ 70 people.
- **Day 124**, June 7, 2002, all three of the nationally recognized rating agencies affirmed Utah's AAA bond rating. Utah is one of only ten states with the prestigious rating that assesses credit worthiness. The rating allows Utah to borrow at the lowest possible interest rate. Some states ratings have been downgraded due to significant economic and budget challenges.
- **Day 124**, June 7, 2002, Utah Smart Sites commemorated their one-year anniversary by announcing the creation of 400 jobs and the newest Smart Site, located in Kanab, Utah. Smart Sites are facilities with high-speed bandwidth where a company employs trained rural workers to perform computer, telecommunications or data entry services. Smart Sites are currently located in 15 communities around the state. Governor Leavitt desires to create a 1,000 new rural jobs at Smart Sites over the next 1,000 days.
- **Day 127**, June 10, 2002, Utah's standing in the New Economy ranked 12th among states by the Progressive Policy Index. The 2002 State New Economy Index uses 21 economic indicators to measure states' readiness to succeed in the information age. Among the categories rated, Utah ranked high in Knowledge Jobs, Economic Dynamism, and Digital Economy, but low in Globalization.
- **Day 128**, June 11, 2002, Ballard Town joins 14 other cities and counties in Utah as a 21st Century Community. Governor Leavitt issued a challenge to all Utah communities to engage in a planning process that will create economic opportunity and preserve life quality for residents. To become a 21st Century Community, a city or county must develop a game plan for success in the face of rapid economic and demographic change.
- **Day 131**, June 14, 2002, Governor Leavitt launched the 2002 PowerForward energy efficiency and conservation campaign. The campaign includes an alert network to inform energy consumers of days when extra conservation is advised, as well as a year-round energy efficiency and conservation program.
- **Day 135**, June 18, 2002, Governor Leavitt formed the Employers Education Coalition, a coalition of business leaders interested in continuous improvement in Utah's education system. The Coalition is led by Fraser Bullock, CEO of the Salt Lake Organizing Committee. Bullock is joined by many other business executives who will identify implications of current trends, assess the financial viability of Utah's public and higher education system, identify objectives that are critical to long-term success, and suggest methods for tracking success. The Coalition will receive technical support from the Utah Foundation, and make recommendations to decision-makers by November 2002.
- **Day 136**, June 19, 2002, Governor Leavitt announced the second largest land exchange in state history. The agreement swaps 108,000 acres of scattered parcels of scenic and environmentally sensitive state-owned trust lands for 135,000 acres of federally-owned lands that are suitable for residential, commercial, oil, gas and mineral development. Many of the exchanged lands are located in the spectacular San Rafael Swell area and the environmentally sensitive desert tortoise habitat. The exchange will provide economic benefits to rural Utah, funding for Utah schoolchildren, and conservation of critical lands.

- **Day 136**, June 19, 2002, Governor Leavitt released budget principles as a guiding framework to align the state's budget strategy with the state's economic development strategy. Legislators will meet in a special session June 26, 2002 to address a \$173 million revenue shortfall. In addition to addressing new infrastructure investment and vital human service needs, Leavitt's principles support budget decisions that protect the quality of Utah's public and higher education system, ensure Utah will remain a AAA bond-rated state, and make certain short term actions do not impair long-term prosperity.
- **Day 146**, June 29, 2002, 430 volunteers contributed over 18,000 hours labor to rehabilitate approximately 70 homes near Navajo Mountain in San Juan County. Thirty homes were re-roofed, 10 wheel-chair ramps were rebuilt, and 10 outhouses were reconstructed.
- **Day 148**, July 1, 2002, the Utah Department of Health initiated the Primary Care Network welcoming 25,000 working Utah adults to health insurance. This new form of Medicaid coverage is the first of its kind in the nation. The Network will remain open until 25,000 eligible adults are covered. To date, the program has accepted 8,018 applications and approved 1,863 of these. Thirteen percent of applications were submitted online.
- **Day 149**, July 2, 2002, Utah received a High Performance Bonus award of \$3.8 million from the U.S. Department of Health and Human Service for moving people from welfare to work. The award was given to the top ten performing states in the country, and demonstrates Utah's commitment to welfare reform. The money will be invested in people, including a range of supportive services to overcome barriers to employment and self-sufficiency.
- **Day 153**, July 6, 2002, Governor Leavitt proposed a specific FY 2003 budget that maintained the quality of public and higher education in Utah by exempting schools and universities from additional cuts. The budget plan was necessary to address a \$173 million shortfall for the current fiscal year which started July 1. Leavitt's plan aligned the state's budget policy with the economic policy by making investing in people a top priority.
- **Day 155**, July 8, 2002, the Utah legislature unanimously passed a resolution supporting the second largest land exchange in state history. The trade must now be approved by Congress.
- **Day 156**, July 9, 2002, Governor Leavitt worked with the legislature to restore proposed cuts of \$15 million in public education, \$7 million in higher education, and \$6 million in vital human services to the FY 2003 budget.
- **Day 158**, July 11, 2002, the Utah Department of Health launched an Olympic Public Health List Serve linking public health professionals from past and future Olympic host and bid cities. The list serve allows for more timely and complete sharing of lessons learned and access to consultation regarding the major public health impacts of hosting the Games, including emergency medical services, disease monitoring, food and environmental regulation, public information, health promotion, and disaster preparedness.
- **Day 162**, July 15, 2002, the state issued a request for proposal for energy performance contracting services to provide energy efficiency equipment upgrades and operations improvements at four state building campuses.

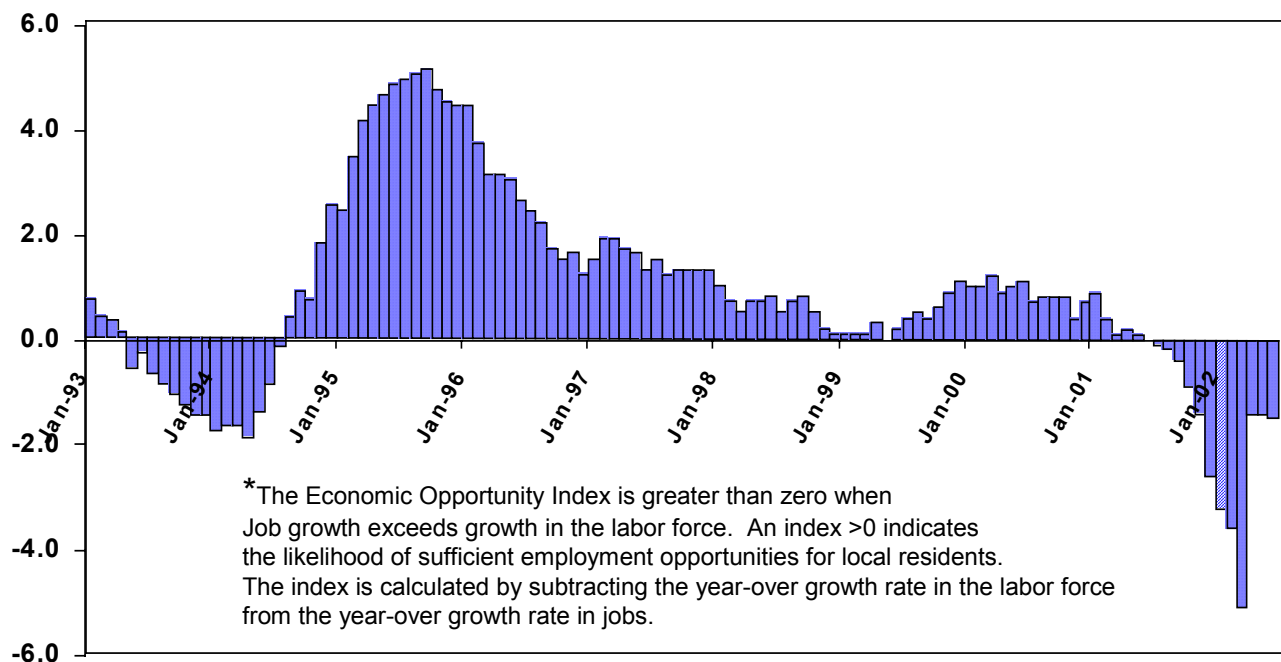
- **Day 178**, July 31, 2002, Utah ends the hottest July on record with 11 PowerForward yellow alerts. Utahns responded by reducing demand for electricity during peak hours by an estimated 75-90 Mw.
- **Day 178**, July 31, 2002, the Center for Disease Control granted \$9.97 million to the Utah Department of Health to prevent and respond to acts of bioterrorism and to enhance public health systems and resources.
- **Day 178**, July 31, 2002, the Utah Department of Transportation completed the first phase of an eGovernment initiative to provide motor carrier permits online.
- **Day 179**, August 1, 2002, the state's Permanent Community Impact Fund Board approves \$6.5 million in grants and loans for rural improvement projects. They include the purchase of new equipment for a hospital in Monticello to provide better health care for residents of the southeastern portion of the state.
- **Day 184**, August 6, 2002, the governor's Chief of Staff, Rich McKeown, completes visits to every state agency to present the governor's 1000-day plan to encourage alignment of agency priorities and to ask each agency to develop their own 1000-day plan.
- **Day 185**, August 7, 2002, the Utah Department of Commerce launched a searchable, online database of agricultural liens which cover crops, cattle, equipment and other related collateral. Previously, users had to wait for a bi-monthly list to look up debtors and check collateral.
- **Day 186**, August 8, 2002, Olympic trade missions announced. This day is the 6-month anniversary of Opening Ceremony. All interested parties are invited to join the state in domestic and foreign trade missions.
- **Day 186**, August 8, 2002, Utah received a \$338,944 information technology grant to provide more efficient delivery of environmental services online. The grant will allow the Department of Environmental Quality to share real-time, environmental data with EPA and other parties over the Internet.
- **Day 186**, August 8, 2002, Governor Leavitt joined federal and Emery County partners to announce a community dialogue process to explore appropriate land designation options for Utah's scenic San Rafael Swell area. A multifaceted program will be used to elicit frank discussion and common sense problem solving for the planning process.
- **Day 193**, August 15, 2002, MountainWest Venture Group and the State of Utah launched online, real time, deal flow reporting of public and private IPOs, venture equity deals, mergers, acquisitions and other deal types. The new site can be found at www.mwvq.org.
- **Day 194**, August 16, 2002, Governor Leavitt announced two new Smart Sites in rural Utah (Delta and Fillmore) and a new economic ecosystem called Health Informatics (medical coding, medical transcription and insurance auditing). The state has received a commitment from a medical coding company to provide up to 100 jobs in rural Utah as soon as workers are trained, and is in negotiation with three other health information companies. The success of these Smart Sites and new economic ecosystem will be supplemented by a \$550,000 grant to the Smart Site initiative from the Utah Department of Workforce Services.

- **Day 200**, August 22, 2002, the Utah Technology Alliance launched the economic ecosystem web page.

Performance Measures

Economic Opportunity Index

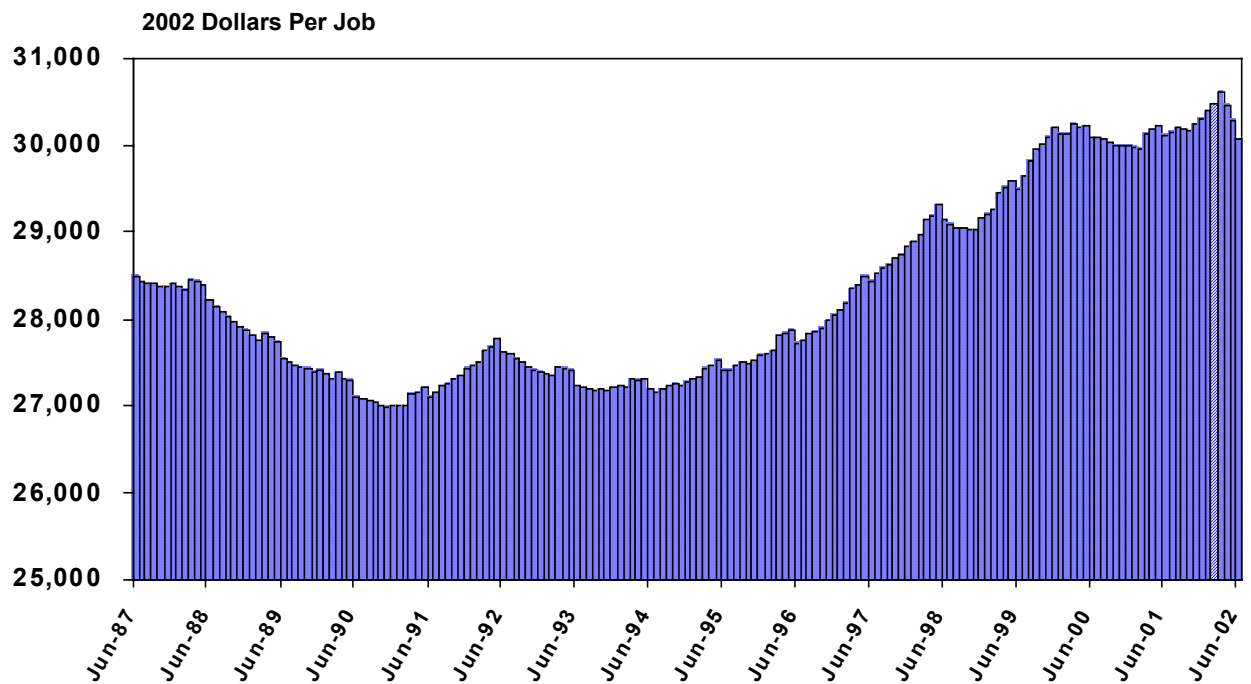
Comparison of Labor Force Growth and Job Creation



Source: Utah Department of Workforce Services

Quality Job Index

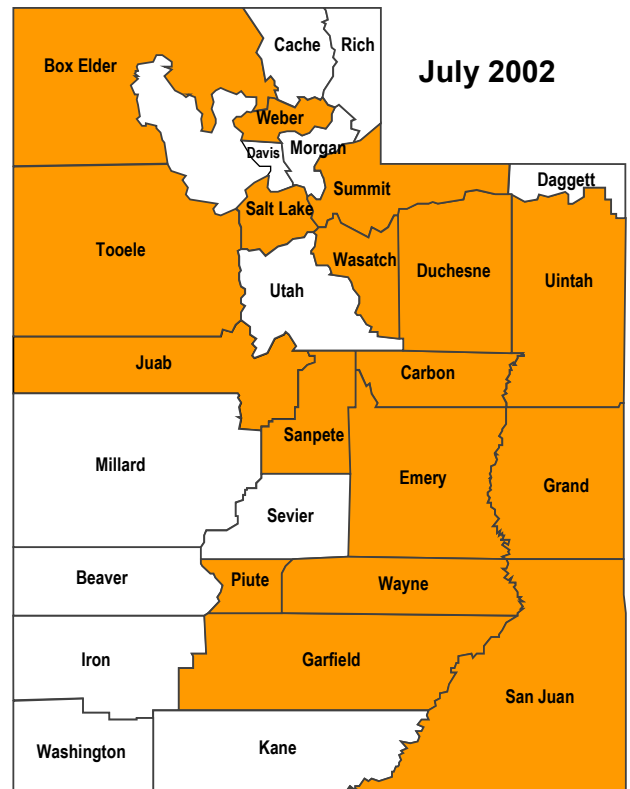
Inflation-Adjusted Average Monthly Wage



Source: Utah Department of Workforce Services

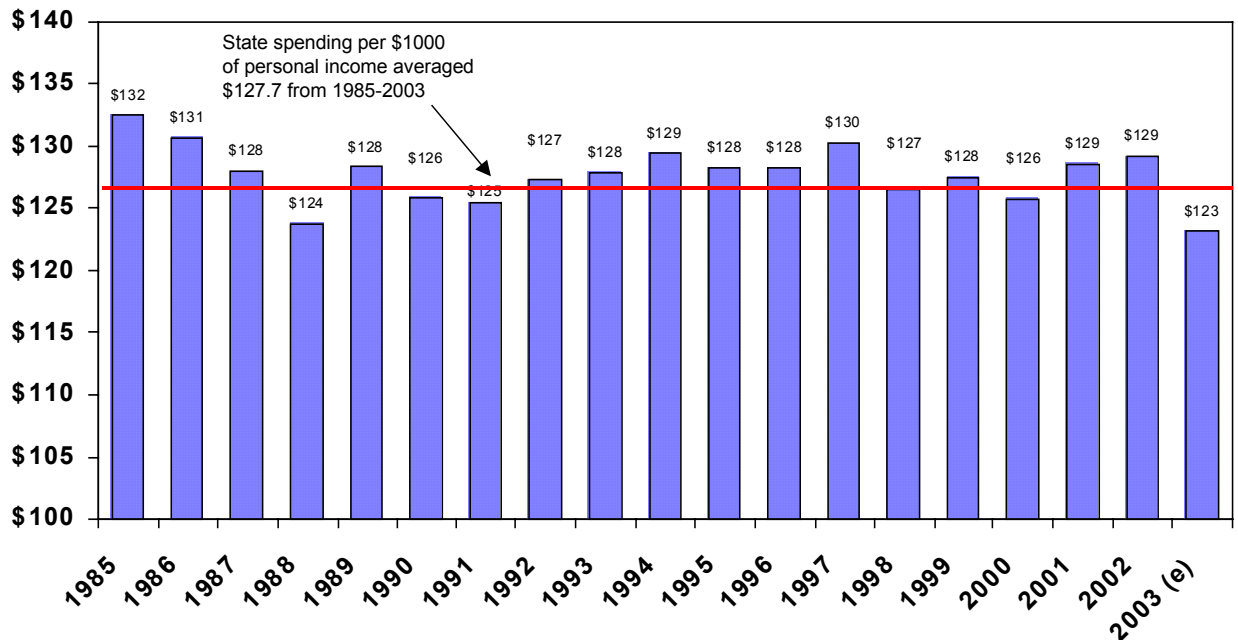
Utah Unemployment Rates by County

- Unemployment Above 5%
- Unemployment at or Below 5%



Efficient Government

State Spending Per \$1000 of Personal Income



* Spending includes total appropriations from all funding sources including Centennial Highway Fund

Source: Utah Governor's Office of Planning and Budget